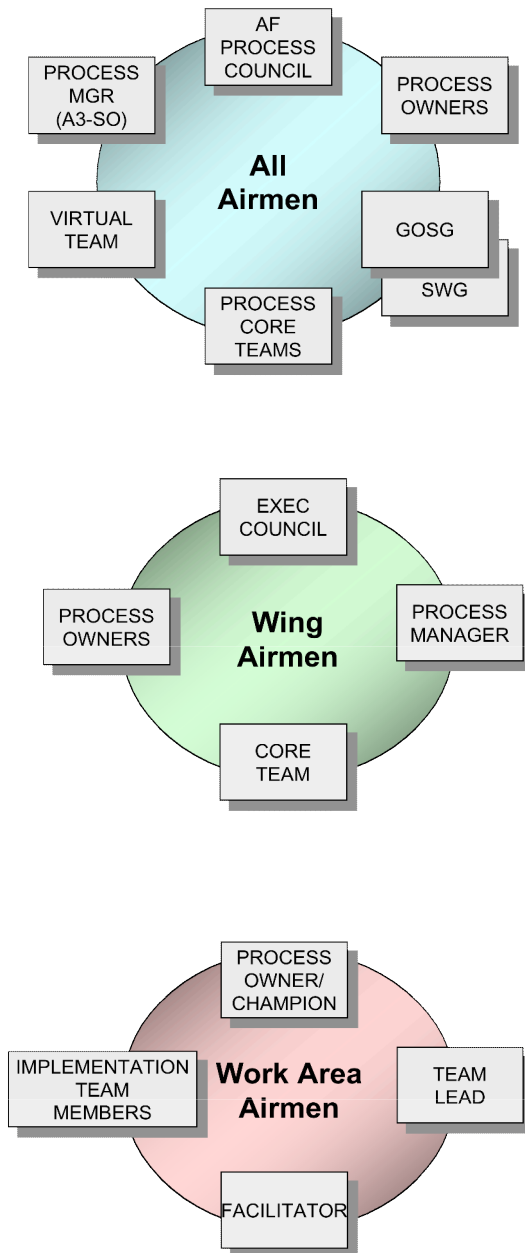


AFSO21 Roles



AFSO21 Playbook Tools

Situation Tools and Methods:

- Value Stream Mapping
- Constraint Analysis
- Metrics/Performance Measurement
- Go and See
- Risk Assessment/Capability Gap

Analysis Tools and Methods:

- Value and Waste Analysis
- Root Cause Problem Analysis
- Analysis of Alternatives
- Process Control
- Stakeholder Analysis
- SIPOC
- Cost-Benefit Analysis
- Demand Analysis
- Enterprise Analysis and Action Planning
- Six Sigma/Statistical Analysis

Design Tools and Methods:

- Project Management
- Process Design
- Cell Design
- Visual Management
- 6S
- Line of Sight
- Material/Info Flow Design
- Systems Thinking/Management
- Quick Changeover
- Error Proofing
- Level Production
- Design of Experiments/Simulations
- Quality Function Deployment

Human Systems and Methods:

- Team Problem Solving
- Change Management
- Communications
- Rewards and Recognition
- Training and Education
- Understanding Roles
- Suggestion Systems
- Work Design/Ergonomics

AFSO21 Concepts And Playbook

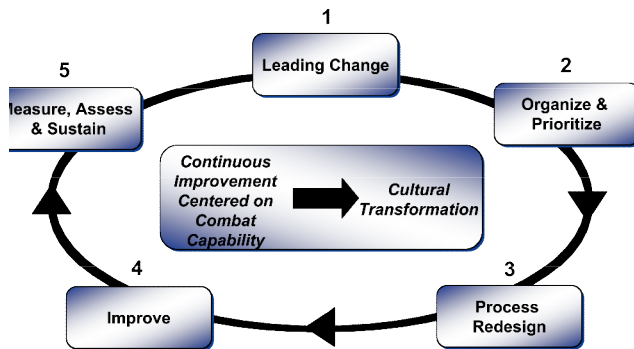


U.S. AIR FORCE

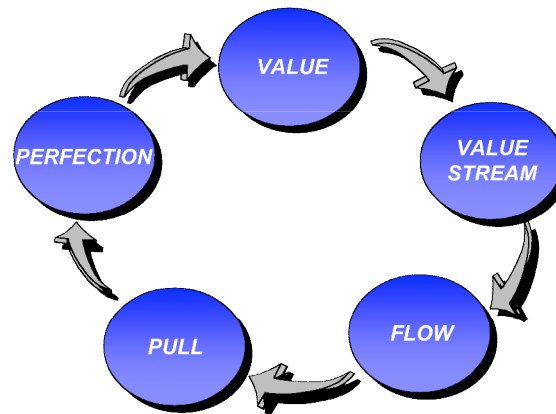




Continuous Improvement Cycle



Five Principles of Lean



VALUE: Specify value from the perspective of the customer

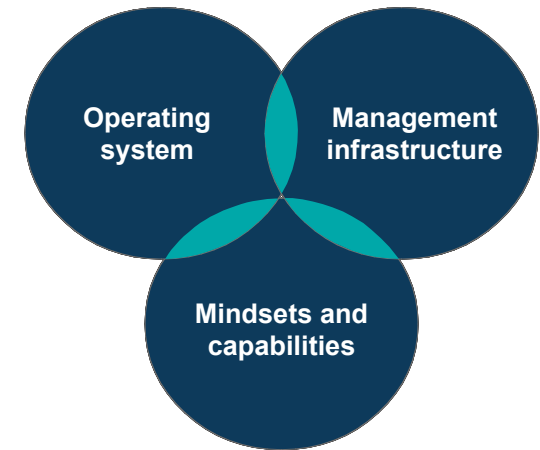
VALUE STREAM: Characterize the Value Stream (set of activities) for each product / process while removing waste

FLOW: Progressive achievement of value creating steps with minimal queues and no stoppages or backflows of product, information or services

PULL: A system in which nothing is produced by a supplier until the customer signals a need

PERFECTION: Always compete against perfection not just your current competition

3 Elements of Transformation



Operating System: The physical tools and techniques to create value and minimize losses

Management Infrastructure: The formal structures, processes, and systems through which the operating system is managed to deliver warfighting capability

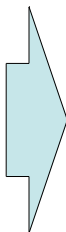
Mindsets and Capabilities: The way people think, feel and conduct themselves in the workplace, both individually and collectively

AFSO21 is Capability Focused



Systematic
Reduction of...

Waste
Unevenness/
Variability
Overburden/
Inflexibility



Increase
Combat
Capability

The diagram above depicts the five steps in the AFSO21 model. It can be applied to improvements in a shop area (tactical application), within Command processes (operational application), or to Air Force-wide processes (strategic application). The steps can be applied to a Lean project focused on immediate improvements as well as to larger Business Process Reengineering (BPR) efforts that involve much more time and many more actions to implement and sustain improvements. The cycle can represent a quick improvement event accomplished over several weeks (typical of a Lean rapid improvement event), steps in projects that may take 2 to 4 months (typical for a Six Sigma project), or steps in a clean sheet, reengineering effort that can take months to years to implement. The model reflects cycles of continuous improvement and revisiting how work is performed and how it can be further improved upon.